

## Briefing Outline

### What Criteria Do We Use in Fitness Reports?

#### I. Introduction

- A. The Agency's personnel evaluation system includes:
  - 1. An employee job performance rating program (i.e., Fitness Reports) by supervisors.
  - 2. A Career Service comparative evaluation system (i.e., an annual ranking against peers within a Career Service grouping which includes consideration of job performance in successive assignments, potential for assuming more responsibilities, etc.).
- B. Brief description of the Career Service management system:
  - 1. Centralized Agency guidance, policies, principles and processes.
  - 2. Decentralized management responsibility and authority in day-to-day personnel and career management matters vested with the four DD's as "Heads of Career Services."

#### II. Fitness Report Program

- A. Criteria related to the Agency's Fitness Report program:
  - 1. Policy
    - Supervisors will ensure that employees understand the nature and scope of their duties and responsibilities and are continuously advised as to the effectiveness of their performance (describe the Letters of Instruction).
    - At least once a year supervisors will prepare a Fitness Report on employees under their jurisdiction.
    - Employees will be shown all entries on their Fitness Reports of their performance except where operational conditions make it impractical or ill-advised to do so. If a supervisor does not show the employee his Fitness Report, he will explain in the report the reasons for such action.
    - Employees may attach a written comment to their Fitness Reports when they feel it will contribute to the record of their job performance.

- ° Promotion recommendations will not be made in Fitness Reports.
- ° Supervisors will be evaluated (among other things) on their performance in equal employment opportunity areas.

2. Rating of Performance

a. Specific Duties:

- ° Supervisors will list in the order of importance the most significant duties the employee has performed during the rating period.
- ° A single rating letter will be used in rating performance on each significant duty:
  - U - Unsatisfactory  
Performance is unacceptable. A rating in this category requires immediate and positive remedial action. The nature of such action could range from counseling, to further training, to placing on probation, to reassignment or to separation.
  - M - Marginal  
Performance is deficient in some aspects.
  - P - Proficient  
Performance is satisfactory.
  - S - Strong  
Performance is characterized by exceptional proficiency.
  - O - Outstanding  
Performance is so exceptional as to warrant special recognition.

b. Factors to be considered as appropriate by supervisors in arriving at ratings of specific duties.

Cost Consciousness	Mobility
Security Consciousness	Initiative
Ability to Think Clearly	Versatility
Supervisory Effectiveness	Productivity
Acceptance of Responsibility	Decisiveness
Foreign Language Competence	Resourcefulness
Effectiveness of Oral Expression	Cooperativeness
Effectiveness of Written Expression	Records Discipline
Contribution to EEO	

c. Rating of Overall Performance

Letter ratings (U through O) will be made by supervisors (in addition to ratings of specific duties) on the employees overall performance for the evaluation period. This rating will consider:

- 1) The employees conduct on the job;
- 2) Productivity;
- 3) Working relationships: and
- 4) Sensitivity to the principles of EEO.